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Work Family Outcomes: Examining Family-Supportive Supervisor Behaviors and Flexibility in the Context of Low Wage Work

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WORK FAMILY OUTCOMES: EXAMINING FAMILY-SUPPORTIVE SUPERVISOR BEHAVIORS AND FLEXIBILITY IN THE CONTEXT OF LOW WAGE WORK

A Thesis

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by

Amanda Renee Pettey

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ABSTRACT

Low wage workers are faced with unique challenges such as shift work, scheduling conflicts, and increased job demands, all of which have the capacity to prevent work and family balance. Recently, supportive supervisors and flexible work arrangements have been suggested as essential to mitigating negative work family outcomes. Due to the underrepresentation of low wage workers in the literature, however, the nature of these relationships in the context of low wage work remains unclear. The present study examined the relationship between family-supportive supervisor behaviors (FSSB) and work family conflict and enrichment as mediated by flexibility characteristics. The sample consisted of 104 supervisor-subordinate pairs working in various retail and fast food industries. Structural equation modeling was used to analyze the hypothesized relationships, and although flexibility characteristics were not found to mediate the relationship between FSSB and work family outcomes, the overall model was supported. Results suggest that flexibility characteristics have a significant impact on work family conflict for low wage workers. Implications and directions for future research are discussed.

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CHAPTER ONE

INTRODUCTION

Nowhere is the need for work and family research greater than among low wage employees. Not only are low wage workers faced with unlivable wages, but also non-ideal conditions for balancing work and family life. Low wage work often comes with obstacles such as unpredictable shift work, scheduling conflicts, lack of job autonomy, increased job demands, and lack of social support (Swanberg, 2005), all of which contribute to an unbalanced work family life. Low wage workers are currently facing a paradox in which they are in desperate need of flexibility and support, yet their jobs do not allow for it.

The research on work and family has traditionally focused on white-collar positions and excluded a large segment (nearly 60%) of the population, namely, low wage and hourly workers (U.S. Bureau of Labor Statistics, 2012). The research on work and family has led to the adoption of family-friendly policies by organizations; however, these solutions are rarely provided to low wage workers. Because low wage workers do not receive organizational benefits (Griggs, Casper, & Eby, 2013; Haley-Lock & Shah, 2007), the extent to which a balanced work and family life is attainable is often at the discretion of the supervisor.

Organizational policies alone, although essential, are not enough to mitigate the negative consequences of work family conflict (Allen, 2001;

Kossek, 2005). The supervisor role has been found to be more predictive of work family life outcomes than organizational policies (Allen et al., 2013), as the extent to which employees are willing and able to take advantage of work family policies is largely in the hands of the supervisor (Allen et al., 2000; Hammer et al., 2007). For example, if an employee feels the use of work family policies may result in backlash or undesirable consequences in the workplace, reluctance to utilize those policies will ensue. Alternatively, if an employee feels support and is encouraged to take advantage of work family policies, willingness to utilize said policies will result (Allen et al., 2001). Therefore, a family-supportive supervisor predicts the ability to manage work family conflict. Although meaningful, the majority of these findings are based upon white-collar populations. Because low wage employees often do not have access to organizational policies, one would expect the supervisor role to play an even bigger role in the management of work and family life.

Recently, Allen et al. (2013) suggested flexible work arrangements (FWA) as essential to mitigating the negative consequences of work family conflict. Flexible work arrangements typically refer to policies allowing employees to make choices in terms of where (telecommuting or flexplace) and when (flextime) work is done (Rau & Hyland, 2002). The relationship between workplace flexibility and work family conflict is a somewhat recent topic of interest, however, there have been some notable findings in the literature. For example, Allen et al. (2013) found supervisor support to have a

stronger effect on work family conflict than FWA. Consequently, FWA was suggested to function as a result of the perceptions of a family-supportive supervisor, in that the perceptions a family-supportive supervisor creates will lead to increased utilization of FWA, which then leads to decreased work family conflict (Allen et al., 2013; Kossek, Baltes, & Matthews, 2011). Thus, FWA may mediate the relationship between family-supportive supervisors and work family conflict.

Because of the desperate need for flexibility and support, along with a lack of access to organizational policies, the supervisor role is critical to work family outcomes in the context of low wage work. Due to a lack of attention to this population, however, this relationship remains largely underexplored. The current study attempted to add to the literature by investigating the relationship between family-supportive supervisors and the outcomes of work family conflict and enrichment. In doing so, the impact supervisors may have on providing flexibility for low wage workers is addressed.

Work Family Conflict and Enrichment for Low Wage Workers

Work family conflict has been linked to outcomes such as job satisfaction, organizational commitment, turnover, and overall life satisfaction (Allen et al., 2000; Namasivayam & Zhao, 2007). Consequently, work family conflict has become a popular topic of interest for researchers. Work family conflict is described as a form of conflict resulting from incompatible role pressures from the work and family domains (Greenhaus & Beutell, 1985). For

example, if an employee frequently has to stay late at work, resulting in the absence of family activities, this would be considered work family conflict. Due to unique challenges facing low wage workers, work family conflict may be exacerbated for this population. More specifically, low wage workers face challenges such as difficult working conditions, unique family characteristics, and limited access to work family policies, all of which have the potential to considerably increase work family conflict (Griggs, Casper, & Eby, 2013).

The literature on work family balance is primarily focused on work family conflict, however, Barnett and Baruch (1985) argued that the benefits of balancing work and family roles outweigh the negatives, and therefore should be included in the literature. Furthermore, by examining enrichment as an outcome, a more complete understanding of work family balance is formed (Greenhaus & Powell, 2006). Due to the obscure nature of work-family outcomes in the context of low wage work, examining enrichment as a possible outcome is also beneficial.

Work family enrichment is the opposite of work family conflict, in that instead of the work and family domains being seen as incompatible, they are rather beneficial to one another (Carlson et al., 2006). For example, if an employee were to take a class in the workplace designed to target stress management, and the principles learned in this class carried over into the employee's home life, this would be considered work family enrichment. The extent to which work family balance in the context of low-wage work is

enriching is questionable. For example, many developmental programs offered in the workplace have a potential for creating work-life enrichment, however, low wage workers are not often exposed to programs such as these (Lindstrom et al., 2014). Hennessy's (2009) findings are also notable in that among low wage mothers, their role as a worker is essential to their role as a mother because it creates a good role model figure. Therefore, rather than the work and family domains being seen as conflicting, they are rather complimentary. Findings such as these suggest that a more developed understanding of work family conflict and enrichment for low wage workers is needed. Therefore, it is important for researchers to look at both outcomes in the context of low wage work.

To gain a full understanding of work family outcomes, it is important to consider both the work to family relationship and the family to work relationship (Carlson et al., 2006; Frone, Russell, & Cooper, 1992). Work to family conflict is characterized by work roles and obligations negatively affecting the family domain, while family to work conflict is characterized as family roles and obligations negatively affecting the work domain (Frone, Russell, & Cooper, 1992). Furthermore, work to family conflict and family to work conflict have been shown to have different causes and effects (Frone, Russell, & Cooper, 1992), providing evidence of differing types of conflict. Work to family conflict can result in outcomes such as family absences, poor family role performance, and family dissatisfaction/distress. Family to work

conflict has the same outcomes, however, the negative impact is found at work (e.g. absenteeism, tardiness, poor job performance, and job dissatisfaction) (Voydanoff, 2005). The same has been said for work family enrichment, in that work to family enrichment will result in positive outcomes in the family domain, while family to work enrichment leads to positive outcomes in the work domain (Carlson et al., 2006). By examining both work to family and family to work outcomes, a thorough investigation of work family outcomes in the context of low-wage work is made possible.

Byron (2005) examined antecedents of work family conflict, including demographic variables such as income. The meta-analysis revealed that those with higher incomes experienced more work to family conflict (r = .10), whereas no relationship was found between lower-income and work family conflict (Byron, 2005). Additionally, less supportive supervisors and inflexible work schedules contributed to higher rates of work-to family conflict (Byron, 2005), both of which are common traits of low wage jobs (French & Agars, 2012). Consequently, the finding that lower-income was not related to work family conflict seems peculiar.

The idea that the work and family domains are separate, competing domains is what drives the bi-directionality of work family outcomes (Dierdorff & Ellington, 2008; Greenhaus & Beutell, 1985). It has been argued, however, that for low wage populations, the notion of two competing domains is inapplicable, as these two domains are seen as interconnected rather than

separate (Hennessy, 2009; French & Agars, 2012). For example, low income mothers often view their jobs as essential to their role as a mother, as it provides children with stability and a good role model figure (Hennessy, 2009). Because the work and family domains are treated separately in the literature, findings may not be generalizable to low wage workers (Agars & French, 2011). Therefore, an inaccurate perspective of work family outcomes for low-wage populations may be formed. To mitigate the negative outcomes of low wage work, it is critical to uncover the true nature of work family conflict and enrichment in this context, in addition to a consideration of the unique circumstances facing low wage workers.

Unique Circumstances Facing Low-Wage Workers

According to Swanberg (2005), unique difficulties faced by low income workers include: shift work, scheduling conflicts, lack of job autonomy, increased job demands, and lack of social support on the job. These difficulties are important to consider because it is unclear the impact they may have on the outcomes of work family conflict and enrichment for low wage workers. Outcomes of work family conflict include, but are not limited to: marital/family dissatisfaction, psychological strain, negative somatic symptoms, depression, and burnout (Allen et al., 2000; Kossek, Baltes, & Matthews, 2011). These outcomes may be more prevalent among low wage workers, due to unique hardships faced by this population.

Shift Work

Shift work refers to a work schedule that does not fit under the traditional workweek of Monday to Friday, 8 a.m. - 5 p.m., and is more often found in low wage positions (Joshi & Bogen 2007; Tuttle & Garr, 2012). Shift work has been associated with outcomes such as marital dissatisfaction, increased rates of divorce, and dissatisfaction with family life (Costa, 1996; Presser, 2000; Grosswald, 2003; Henly, Shaefer, & Waxman, 2006). Furthermore, among men who are married with children, divorce was six times more likely for those who worked night shifts, compared to those who worked during the day (Presser, 2000). Using data from the 2008 National Study of the Changing Workforce, Tuttle and Garr (2012) found shift work to be positively correlated with work family conflict. Furthermore, schedule control has been suggested to moderate the relationship between shift work and work family conflict (Staines & Pleck, 1986); however, Tuttle and Garr (2012) did not find schedule control to be a moderator of this relationship. Inconsistencies such as these illustrate the complexities of work family outcomes, especially for differing jobs and circumstances. Therefore, when examining the constructs of work family conflict and enrichment, it is important to take factors such as income and schedule flexibility into consideration.

Scheduling Conflicts

Work schedule controllability is not common among low wage positions (Henly, Shaefer, & Waxman, 2006; Tuttle & Garr, 2012). Initiatives created to

enhance work schedule controllability are formed under an emphasis of work being completed rather than a requirement of hours spent working (Kelly, Moen, & Tranby, 2011). For example, if an employee is able to accomplish his/her work in a thirty-hour workweek instead of forty, they are allowed to do so, as work schedule control initiatives let the employee decide how often they want to work. Increased schedule controllability has been associated with positive work family outcomes (Kelly, Moen, & Tranby, 2011), however the lack of schedule controllability in low wage positions is associated with negative work family outcomes (Swanberg, 2005; Henly, Shaefer, & Waxman, 2006). Because low wage positions are rarely given the opportunity of work schedule control (French & Agars, 2012; Henly, Shaefer, & Waxman, 2006), it serves as a common source of work family conflict for low wage workers.

Job Autonomy

Job autonomy refers to the extent to which an individual has control over job responsibilities (Michel et al., 2010). Much of the research has found a negative relationship between job autonomy and work family conflict (Aryee, 1992; Michel et al., 2010; Parasuraman et al., 1996). Furthermore, job autonomy may improve one's self-esteem, which also contributes to positive work family outcomes (Grzywacz & Butler, 2005). Due to the nature of low wage jobs, autonomy is not typically granted in these positions (French & Agars, 2012; Swanberg, 2005). For example, in the case of retail workers, job duties are often structured around peak customer hours, not allowing

employees to decide when work will be done. Therefore, due to the lack of job autonomy, low-wage workers may further experience negative work family outcomes, compared to middle class, white-collar positions.

Job Demands

Job demands represent a broad aspect of the work domain and refer to "the physical, psychosocial, or organizational aspects of the job that require sustained physical and/or mental effort and are, therefore, associated with certain physiological and/or psychological costs" (Bakker & Geurts, 2004). High job demands have been linked to exhaustion and increased work family conflict (Bakker & Geurts, 2004; Demerouti, Bakker, & Bulters, 2004). Jobs exhibiting high job demands often refer to those requiring heavy labor or working a nonstandard work schedule, both of which are common characteristics of low wage positions.

Role blurring refers to the extent to which the work and family domains overlap with one another, resulting in a blurring between the two domains (Desrochers, Hilton, & Larwood, 2005). This is frequently seen when employees are granted flexible work schedules and able to complete work at home. It is worth mentioning that the notion of role blurring may also apply to low wage workers. As was discussed earlier, low wage workers may not view the work and family domains as being separate, in comparison to white-collar workers (French & Agars, 2012; Hennessy, 2009). On the surface, the construct of role blurring seems to apply to those who are granted flexible

work schedules (i.e. middle-higher wage positions), however, upon further consideration, role blurring can also refer to the extent in which an individual perceives the work and family domains as overlapping. Moreover, job demands have been found to moderate the relationship between role-blurring and work family conflict, in that those who report stronger job demands report a significantly stronger positive relationship between role-blurring and work family conflict (Glavin & Schieman, 2012). Therefore, for those reporting role blurring (i.e. low wage workers), and for those with high job demands (i.e. low wage workers), higher levels of work family conflict will be reported. This illustrates that low wage workers may experience increased amounts of work family conflict compared to white collar workers.

Unique circumstances facing low wage workers include shift work, lack of schedule control, lack of autonomy, and increased job demands. Each of these characteristics alone has the capacity to contribute to negative work family outcomes (Swanberg, 2005), however when combined, the impact on work family balance is substantial. In response to growing work and family demands, organizations have adopted effective solutions (i.e. flexibility initiatives) to work and family conflict. These solutions, however, are not often provided to those most in need, namely low wage workers.

Flexibility

Flexible work arrangements (FWA) refer to policies allowing work to be done outside of the typical 9-5 Monday through Friday schedule in an office

(Kossek & Michel, 2010; Rau & Hyland, 2002). Due to advances in technology, flexible work arrangements have increased in popularity in recent years. The most common forms of FWA are flextime and telecommuting. Flextime allows employees to set their own work hours around a core set of hours. For example, if an employee would rather start their shift an hour earlier in order to end their shift an hour earlier, this would be considered flextime (Rau & Hyland 2002). Telecommuting, on the other hand, allows workers to work from home by logging into their work files from a home computer (Rau & Hyland 2002). Flexible work arrangements (i.e. flextime and telecommuting) have historically had minimal applicability to low wage workers (Lambert, Haley-Lock, & Henly, 2012). Therefore, when examining flexibility, it is important to do so in a way applicable to the context of low wage work.

In addition to types of flexibility, there is also a difference between flexibility availability and use (Allen et al., 2013). Flexibility availability refers to the extent to which flexibility policies are available, and flexibility use refers to the extent to which employees use flexibility policies. Factors such as supervisor support play a large role in determining the extent to which employees are willing and able to use flexibility policies (Ryan & Kossek, 2008). Furthermore, Allen et al. (2013) found flextime use to be more strongly related to work family outcomes than flextime availability, and telecommuting availability to be more strongly related to work-family outcomes than telecommuting use. Due to the differences in outcomes between flexibility

availability and use, it is important to examine both in the context of work family outcomes.

Because part-time work does not consist of working a traditional 9 am – 5 pm schedule, some have argued that it is a flexible arrangement (Kossek & Michel, 2010). However, there is a clear difference between flexibility initiatives designed for white-collar positions, and part-time work (Lambert, Haley-Lock, & Henly, 2012). Flexibility initiatives, as defined in the literature, are designed to provide options to employees to allow them to tend to family responsibilities (Kossek & Michel, 2010). Part-time work, however, is often unpredictable, rigid, and results in negative outcomes for employees and their families (Henly, Shaefer, & Waxman, 2006; Lambert, Haley-Lock, & Henly, 2012). In addition, low wage workers who attempt to increase their schedule controllability are often subjected to negative interpersonal consequences from coworkers and supervisors (e.g. reduced hours and undesirable shifts) (Lambert, Haley-Lock, & Henly, 2012).

Due to the structure of low wage jobs, flexibility policies (i.e. flextime and telecommuting) are rarely offered (Henly, Shaefer, & Waxman, 2006) For example, low wage employees are often not able to set their own work hours, as in flextime, because of the demand to be physically present in a work location (Swanberg et al., 2008). Furthermore, low wage jobs are often not structured in a way that allows for autonomy (French & Agars, 2012; Swanberg, 2005), which means being able to log in from home to complete

individual work is not possible. Therefore, when assessing flexibility in the context of low wage work, it is important to do so in a way that is applicable to this population. Due to the inapplicability of FWA to low wage workers, it has been suggested that flexibility availability and use be conceptualized as schedule control (Swanberg et al., 2011).

Shift work, a common characteristic of low wage work, has been linked to increased stress, low marital quality, and reduced time spent with children (Henly, Shaefer, & Waxman, 2006). Because low wage workers are not often provided access to flexibility initiatives, the extent to which they are able to effectively balance their work and family lives is often at the discretion of the supervisor. Therefore, it is crucial to consider the supervisor role when assessing work family outcomes in the context of low wage work.

Family-Supportive Supervisors

Supervisors play a critical role in balancing the role pressures of work and family life. Because supervisors work in close proximity to subordinates, they are often able to determine the extent of employees' work and family needs and provide direct support if necessary. Furthermore, the supervisor role serves as the link between employees and the organization, meaning that the extent to which organizational policies are available to employees is often at the discretion of the supervisor (Allen, 2001; Major et al., 2008; Major & Morganson, 2011).

Although necessary, organizational policies alone are not enough to reduce negative work family outcomes (Allen, 2001; Kossek, 2005), as the supervisor role has been found to be more predictive of work family life outcomes than organizational policies (Allen, 2001; Hammer et al., 2007). Furthermore, the supervisor role has been described as the “linking pin” between formal family-supportive organizational policies and informal family-supportive organizational culture (Hammer et al., 2007). Interpretation of formal organizational policies results in either encouragement or discouragement of the use of policies. Therefore, supervisors serve as the link between formal policies and informal family-supportive culture. Because of the key role supervisors play in enacting organizational policies, their role is critical both to the organization as well as the work and family outcomes of employees (Hammer et al., 2007).

Decisions of supervisors to allow or deny the use of organizational policies often creates a subculture within a work unit that either supports or undermines the larger organizational culture of work and family balance (Major et al., 2008). The work family subculture created in a work unit is a result of whether or not employees are encouraged or discouraged to take advantage of work and family policies. Organizational policies, although beneficial, are deficient in terms of mitigating work family conflict because they simply provide the framework for which supervisors can foster a culture of work family balance. So, what happens when there is no framework to work with?

In the context of low wage work, the supervisor role becomes even more critical. In addition to unpredictable shift work, scheduling conflicts, lack of job autonomy, increased job demands, and lack of social support, low wage workers are not often provided with access to organizational policies (Henly, Shaefer, & Waxman, 2006). Therefore, the extent to which low wage workers are able to successfully manage their work and family lives is largely in the hands of the supervisor. For example, Henly, Shaefer, and Waxman (2006) noted that the extent to which low wage employees are able to manage scheduling conflicts and obtain a consistent schedule is highly attributable to a supportive supervisor. Supervisors in white collar positions often have much freedom in determining which organizational policies employees can take advantage of (Hammer et al., 2007). Unfortunately, the supervisor role in the context of low-wage positions is a largely underexplored topic. Therefore, the methods used by supervisors to create a supportive work-family environment are mostly unknown. Nonetheless, family-specific supervisor support has shown some promise in assisting with the successful management of work and family life.

Allen et al. (2013) found the use of family-friendly organizational policies to be attributable to the level of support offered by the supervisor. Indeed, general supervisor support is beneficial, however, Hammer et al. (2009) found family-specific supervisor support to be more predictive of employee outcomes than general support alone. Family-specific supervisor

support was not only a better predictor of work family outcomes, but also a better predictor for general outcomes such as job satisfaction and turnover intentions (Hammer et al., 2009). Consequently, family-specific supervisor behaviors have become the focal interest in uncovering the relationship between supervisor support and work family outcomes.

Family-Supportive Supervisor Behaviors

Hammer et al. (2007) defined family-supportive supervisor behaviors (FSSB) as “behaviors exhibited by supervisors that are supportive of families” and identified four sub-dimensions of the FSSB construct. The first dimension, emotional support, includes supervisor behaviors exhibiting that employees are being cared for and considered emotionally. The second dimension, instrumental support, relates to actual behaviors associated with the use of policies. For example, if a supervisor advises an employee take advantage of flextime policies, this would be an example of showing instrumental support. The third dimension, role-modeling behaviors applies to supervisory behaviors promoting work-family balance within the supervisor’s own life. For example, if a supervisor leaves work early to tend to family matters, this supervisor is said to exhibit role-modeling behaviors. The fourth dimension of family-supportive supervisor behaviors, creative work-family management, refers to the strategic efforts of supervisors to mitigate work family conflict proactively. For example, if a supervisor attempts to restructure the work in an office in a way that will benefit the organization as well as the employee, this supervisor is said to

have creative work-family management. The construct of FSSB may also apply to low wage workers, as Hammer et al. (2011) implemented an FSSB training among a sample of grocery-store supervisors. It was found that subordinates experiencing high levels of work family conflict highly benefitted from having a supervisor with FSSB training. Therefore, FSSB may be advantageous when investigating work family conflict in the context of low wage work.

Low wage workers remain an underexplored population in the literature on work and family (Griggs, Casper, & Eby, 2013). The disregard for this population is unwarranted as most of the research on work and family is not generalizable to this population (Agars & French, 2011). Efforts of researchers and organizations to assist with the balance of work and family life has led to the construct of family-supportive supervisors as well as flexibility initiatives. These concepts, however, have not been applied to those most in need, low wage workers.

Present Study

The purpose of the current study was to examine the relationship between family-supportive supervisor behaviors and work family conflict and enrichment in the context of low wage work. I assessed the indirect effects of FSSB on work family conflict and enrichment through flexibility characteristics (see Figure 1). Specifically, the extent to which flexibility is available, utilized, and prevents negative interpersonal consequences would help to explain the

inverse relationship between family-supportive supervisor behaviors and work-family conflict, and the positive relationship between family-supportive supervisor behaviors and work-family enrichment, specifically for low wage populations.

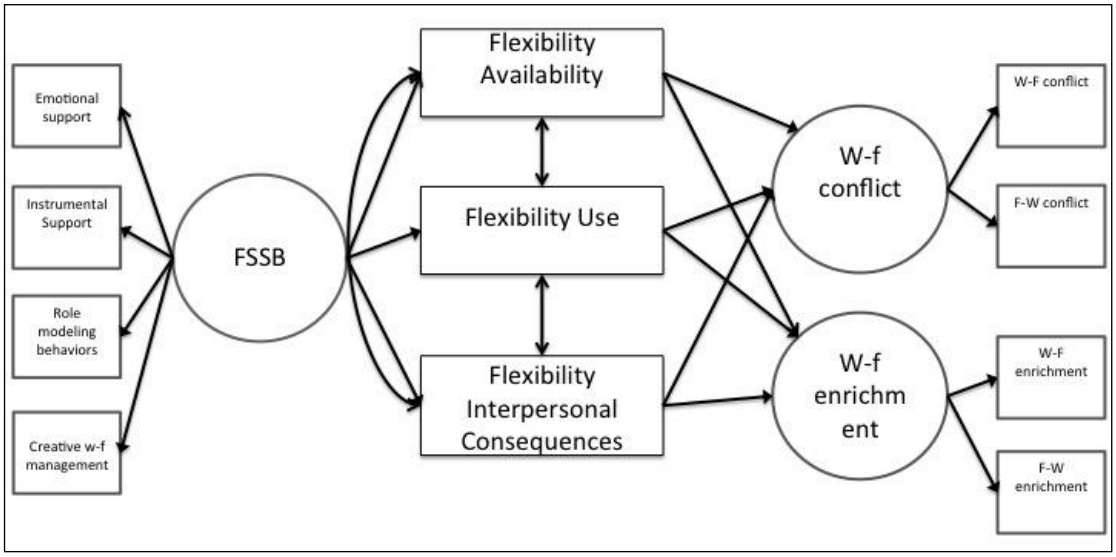


Figure 1. This Figure Portrays the Proposed Structural Equation Model

CHAPTER TWO

METHODS

Participants

Participants of this study were employed within various retail and fast food industries throughout the Inland Region of Southern California. Three hundred and thirty seven organizations were visited and 110 supervisor-subordinate pairs participated, making a response rate of 33%. Each pair consisted of at least one supervisor and one subordinate. The final employee sample included 110 employees, of whom 70 (64%) were female, with an average age of 26 years. Forty seven percent of employees have had some college, and 53% were Hispanic. Of the employees, 68% fell in the yearly earnings gap of $0-$15,000. The final supervisor sample included 110 supervisors, of whom 66 (61%) were female, with an average age of 34 years. Forty seven percent have had some college, and 43% were Hispanic. Thirty two percent made more than $30,000 per year. A complete list of the demographic variables can be found in table one.

Procedure

To recruit participants, researchers approached various retail and fast food organizations employing low-wage workers. Managers and employees were spoken to during open hours of operation. Upon arrival, the study was described to employees and the opportunity to participate was offered. It was

made clear that in order to participate, we needed the cooperation of a manager and one or more subordinates. Incentives were also provided, as each survey completed resulted in a chance to win a drawing for a $100 grocery store gift card. Separate, brief surveys were given to managers and subordinates using the measures discussed in the following section. Completing the survey took approximately fifteen minutes depending upon the busyness of the location. Upon completion of the survey, participants were thanked, debriefed, and provided with a raffle ticket to enter them into a drawing to win a $100 grocery store gift card.

Measures

Self-report measures of supervisor support and demographics were administered to supervisors and measures of workplace flexibility, work-family outcomes, and demographics were administered to subordinates between January 2015 and May 2015. All surveys were administered via paper-and-pencil. All of these measures are provided in Appendix A.

Family-Supportive Supervisor Behaviors

Family-supportive supervisor behaviors were assessed using the 14-item scale developed by Hammer et al. (2009). This scale consisted of four dimensions of FSSB, measuring *emotional support* (5 items, alpha = .87), *instrumental support* (4 items, alpha = .70), *role-modeling behaviors* (3 items, alpha = .80), and *creative work-family management* (6 items, alpha = .80). The reliability for the total FSSB scale was .88. A sample emotional support item is

“I am willing to listen to my employees’ problems in juggling work and nonwork life.” A sample instrumental support item is “My employees can depend on me to help them with scheduling conflicts if they need it.” A sample role-modeling item is “I am a good role model for work and nonwork balance.” A sample creative work-family management item is “I think about how the work in my department can be organized to jointly benefit employees and the company.” Items were rated on a scale from 1 (strongly disagree) to 5 (strongly agree).

Flexibility

Flexibility was assessed using the 34-item scale developed by French, Agars, and Aryan (2014). This scale consisted of three dimensions of flexibility, measuring *flexibility availability* (12 items, alpha = .87), *flexibility use* (4 items, alpha = .57), and *flexibility interpersonal consequences* (18 items, alpha = .94). The reliability of the overall flexibility scale was .94. A sample flexibility availability item is “I am able to leave work early if there is an urgent family matter.” A sample flexibility use item is “I switch shifts so I am available for family events.” A sample flexibility consequences item is “Employees who get their shifts covered by a coworker due to family responsibilities received less desirable shifts in the future.” Items were rated on a scale from 1 (strongly disagree) to 5 (strongly agree). Supervisor discretion was also assessed using items adapted from the flexibility availability sub-dimension. A sample flexibility availability item used for supervisor discretion is “My organization allows me to

re-arrange work schedules so employees can meet their family responsibilities."

Work-Family Conflict

Work-family conflict was assessed using the 10-item scale developed by Netemeyer, Boles, and McMurrian (1996). This scale is bidirectional in that it measures both work family conflict (alpha = .91) and family work conflict (alpha = .84). The reliability for the overall work family conflict scale was .90. A sample work family conflict item is "The demands of my work interfere with my home and family life." A sample family-work conflict item is "I have to put off doing things at work because of demands on my time at home." Items were rated on a scale from 1 (strongly disagree) to 7 (strongly agree).

Work-Family Enrichment

Work-family enrichment was assessed using the 6-item scale adapted by Kacmar et al. (2014). This scale is bidirectional in that it measures both work-family enrichment (alpha = .84) and family-work enrichment (alpha = .83). The reliability for the overall work family enrichment scale was .82. A sample work-family enrichment item is "My involvement in my work makes me feel happy and this helps me be a better family member." A sample family-work enrichment item is "My involvement in my family encourages me to use my work time in a focused manner and this helps me be a better worker." Items were rated on a scale from 1 (strongly disagree) to 5 (strongly agree).

CHAPTER THREE

RESULTS

The hypothesized model was tested with structural equation modeling (SEM) using MPlus software. The full hypothesized model is presented in Figure 1. Circles represent latent variables and rectangles represent measured variables. Solid lines indicate the predicted direct effects between variables and constructs. The hypothesized model examined the effect of family-supportive supervisor behaviors (FSSB) on work-family conflict and work-family enrichment and the mediating role of work place flexibility. The construct of FSSB had four indicators: emotional support, instrumental support, role modeling behaviors, and creative work family management. The mediator was the measured variable of flexibility and was represented by three separate measured variables: flexibility availability, flexibility use, and flexibility interpersonal consequences. The construct of work family conflict was bidirectional as it included two indicators: work to family conflict and family to work conflict. The construct of work family enrichment was also bidirectional as it included two indicators: work to family enrichment and family to work enrichment.

Data Screening

The initial data set contained responses from 110 participants. A listwise deletion of missing data was conducted and participants who provided

incomplete surveys were dropped. There were complete data for 104 supervisor-subordinate pairs on all variables of interest. Scales were coded such that higher values represented higher levels of the construct. There were no univariate or multivariate outliers. The variables FSSB and WFE were slightly negatively skewed while WFC was slightly positively skewed. None of the variables were transformed since the consequences of making transformations were not worth correcting these modest violations of normality. There were no violations of homoscedasticity or multicollinearity within the data. Means, standard deviations, and bivariate correlations between study variables can be found in table two.

Model Estimation

The initially estimated model showed fairly strong fit across indices χ^2 (34) = 50.81, $p < .05$, CFI = .94, RMSEA = .07. The results of the individual relationships can be found in Figure two. The measured variables of emotional support (standardized coefficient = .61, $p < .05$), instrumental support (standardized coefficient = .74, $p < .05$), role modeling behaviors (standardized coefficient = .63, $p < .05$), and creative work family management (standardized coefficient = .72, $p < .05$) all loaded onto the factor of FSSB. The measured variables of work to family conflict (standardized coefficient = .82, $p < .05$) and family to work conflict (standardized coefficient = .70, $p < .05$) loaded onto the factor of work family conflict. Further, the measured variables of work to family enrichment (standardized

coefficient = .82, $p < .05$) and family to work enrichment (standardized coefficient = .48, $p < .05$) loaded onto the factor of work family enrichment.

Direct Effects

Although it was hypothesized that there would be a direct effect of FSSB on flexibility availability, flexibility use, and flexibility interpersonal consequences, these relationships were not supported by the data. Furthermore, as hypothesized, there was a direct effect of flexibility availability (standardized coefficient = -.48, $p < .05$), flexibility use (standardized coefficient = .24, $p < .05$), and flexibility interpersonal consequences (standardized coefficient = .29, $p < .05$) on work family conflict ($r^2 = .41$), respectively. In addition, although there was practical significance for a direct effect of flexibility availability (standardized coefficient = .38, $p = .12$) on work family enrichment, this effect was not statistically significant. Furthermore, it was hypothesized that there would be direct effects of flexibility use (standardized coefficient = .00, $p = .99$) and flexibility interpersonal consequences (standardized coefficient = .01, $p = .97$) on work family enrichment ($r^2 = .15$), however, these relationships were not supported.

Mediation

It was predicted that flexibility availability, flexibility use, and flexibility interpersonal consequences would mediate the relationships between FSSB and work family conflict and enrichment. There was no support for these

relationships, as the standardized coefficients were all near zero and none were significant. Thus, flexibility did not mediate the relationship between FSSB and work family conflict or enrichment. The results of these relationships can be found in table three.

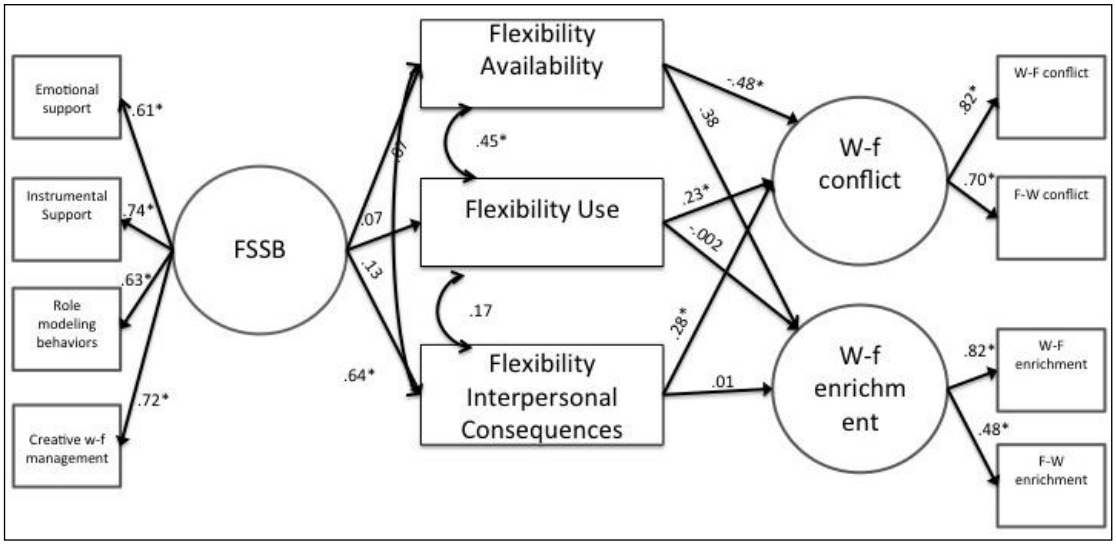


Figure 2. This Figure Portrays the Results of the Proposed Structural Equation Model

Table 1. Demographic Variables

		Supervisors N (%)	Employees N (%)
Gender			
	Male	42 (39%)	38 (35%)
	Female	66 (61%)	70 (64%)
Ethnicity			
	Asian	10 (9%)	5 (4%)
	African American	16 (15%)	7 (6%)
	Caucasian	26 (24%)	26 (23%)
	Hispanic	47 (43%)	60 (53%)
Education Level			
	Some high school	3 (2.8%)	3 (2.6%)
	High School Diploma	12 (11%)	26 (23%)
	GED	5 (5%)	3 (3%)
	Some College	51 (47%)	53 (47%)
	Associate's Degree	14 (13%)	11 (10%)
	Bachelor's Degree	16 (15%)	6 (5%)
Income			
	0-$15,000	21 (19%)	73 (68%)
	$15,001 - $22,500	23 (21%)	19 (18%)
	$22,501 - $30,000	17 (15%)	4 (4%)
	More than $30,000	37 (32%)	3 (3%)
Industry			
	Retail	43 (57%)	34 (45%)
	Food Service	24 (32%)	27 (36%)
	Entertainment	6 (3%)	7 (9%)
Hours Worked			
	Full time	89 (78%)	23 (20%)
	Part time	19 (17%)	84 (74%)
Tenure			
	Less than 6 months	8 (8%)	13 (16%)
	1-3 years	33 (32%)	52 (63%)
	3-5 years	26 (25%)	12 (14%)
	5+ years	42 (41%)	13 (16%)

Table 2. Means, Standard Deviations, and Bivariate Correlations

Variable	M	SD	1	2	3	4	5	6	7	8	9
1. FSSB	4.32	.46	--								
2. Flexibility Availability	3.73	.69	.09	--							
3. Flexibility Use	3.40	.74	.09	.45	--						
4. Flexibility Interpersonal	3.56	.81	.15	.64	.19	--					
5. Work family conflict	2.60	1.24	-.04	-.46	-.03	-.50	--				
6. Work family enrichment	3.90	.70	.10	.30	.18	.16	.00	--			

Note: n = 110.

Table 3. Mediation

Indirect pathway					Estimate	SE	p
FSSB	→	Flexibility Availability	→	WF Conflict	-.03	.05	.534
FSSB	→	Flexibility Use	→	WF Conflict	.02	.03	.549
FSSB	→	Flexibility Interpersonal Consequences	→	WF Conflict	-.04	.03	.286
FSSB	→	Flexibility Availability	→	WF Enrichment	.03	.05	.609
FSSB	→	Flexibility Use	→	WF Enrichment	.00	.02	.994
FSSB	→	Flexibility Interpersonal Consequences	→	WF Enrichment	.00	.03	.966

CHAPTER FOUR

DISCUSSION

The purpose of the present study was to examine the role of workplace flexibility in explaining the relationship between family supportive supervisor behaviors (FSSB) and work family outcomes among the population of low-wage workers. Due to the nature of low-wage work, work and family conflict is experienced at higher rates than other populations (Swanberg, 2005). Furthermore, flexibility initiatives that are created to mitigate work and family conflict are not often provided to those in low-wage positions (Lambert, Haley-Lock, & Henly, 2012). Therefore, the extent to which work and family life is balanced effectively for low-wage workers is often attributed to the supervisor (Henly, Shaefer, & Waxman, 2006). Because FSSB have shown promise in assisting employees' work and family needs (Hammer et al., 2007), the present study attempted to examine their importance among low-wage employees. The present study also sought to demonstrate that the amount of schedule flexibility provided by the organization would help to explain the negative relationship between FSSB and work family conflict, and the positive relationship between FSSB and work family enrichment. Although flexibility characteristics were not shown to mediate the relationship between FSSB and work family outcomes, the results of this study provide support for the proposed model.

Contrary to expectations, the current study did not find a direct effect of FSSB on flexibility availability, flexibility use, or flexibility interpersonal consequences. Because previous research has identified supervisors as being more predictive of work family outcomes than organizational policies (Allen, 2001; Hammer et al., 2007), and flexible work arrangements have been suggested to mediate the relationship between FSSB and work family outcomes (Allen et al., 2013; Kossek, Baltes, & Matthews, 2011), this finding is surprising. One explanation may be provided by one of the criticisms of work family research, which is that it does not sufficiently consider the family (Agars & French, 2011), and that most of the research on work and family has focused on white-collar workers. Because low-wage families more often comprise unique characteristics such as single parent and multigenerational households, sources of support from children, neighbors, and the community may be more impactful than support from the work domain (Griggs, Casper, & Eby, 2013). Therefore, much of work and family theory and research may not apply to low-wage workers. For example, one of the dimensions of FSSB, instrumental support, relates to supervisory behaviors promoting employee use of organizational policies. In the context of low-wage work, instrumental support may not apply for two reasons. First, low-wage workers are not typically provided with access to organizational policies (Griggs, Casper, & Eby, 2013; Haley-Lock & Shah, 2007). Second, supervisors may not have the discretion or authority to allow employees to make use of such policies if they

are made available. Therefore, while FSSB may predict work family outcomes among white-collar workers, this relationship may not exist for low-wage workers.

In addition, supervisors of low-wage workers may not have the discretion to be flexible when it comes to scheduling. For example, Lambert (2008) found that among twenty-two businesses utilizing low-skill, hourly positions, all managers were required to create employee schedules based off demand from customers. For instance, managers are instructed to schedule additional employees during peak business hours (often at the last minute) as well as to send employees home when rush hours decline. Moreover, high-demand times can be difficult to predict, which prevents schedule stability for workers. Furthermore, among seventeen businesses, only three posted employee schedules more than a week in advance (Lambert, 2008). Findings such as these highlight the challenges frontline managers face when attempting to accommodate employee's needs subsequent to meeting organizational and economic demands. Perhaps supervisors do not have the discretion allowing them to provide support to employees to the extent of FSSB, which may mean that FSSB is not applicable in the context of low wage work.

As predicted, there was a direct effect of flexibility availability, flexibility use, and flexibility interpersonal consequences on work family conflict. Specifically, there was a negative relationship between flexibility availability

and work family conflict, such that those who perceive flexible schedules as being available in their organization experience less work family conflict. Flexibility availability was the strongest predictor of work family outcomes (i.e. conflict and enrichment) when compared to use and interpersonal consequences. Although the direct effect of flexibility availability on work family enrichment was not statistically significant, the coefficient provided evidence for practical significance. These findings are consistent with previous research that has found availability to have a greater impact on work family outcomes than flexibility use, as flexibility availability creates greater perceptions of control among employees (Allen et al., 2013).

Surprisingly, the current study found a positive relationship between flexibility use and work family conflict, such that those who utilize the flexibility arrangements available experience higher rates of work family conflict. Although this finding seems counterintuitive, in that flexibility use is intended to reduce conflict, one explanation may be that individuals who use flexibility arrangements may initially have greater levels of conflict than the general population. Further, it has been suggested that flexibility use may be associated with increased work family conflict for some individuals, particularly in the case of involuntary use (Allen et al., 2013). For example, some employees may in fact prefer to work a traditional work schedule, and when these employees are assigned nonstandard work schedules, it could lead to increased conflict.

There was also a positive relationship found between flexibility interpersonal consequences and work family conflict, such that those who perceive the use of flexibility arrangements as leading to increased interpersonal consequences will also experience higher rates of work family conflict. This finding is consistent with previous research, as low-wage workers are often punished when attempting to gain control over scheduling by receiving reduced work hours and less desirable shifts (Henly, Shaefer, & Waxman, 2006; Lambert, et al., 2012).

Contrary to expectations, there were no significant direct effects for the relationships between flexibility use and interpersonal consequences and work family enrichment. These findings are inconsistent with previous research that has found flexible work arrangements to increase work family enrichment (Pedersen & Jeppesen, 2012). However, previous research has also found a stronger relationship between flexibility and work family conflict, than flexibility and work family enrichment (Carlson, Grzywacz, & Kacmar, 2010). Further, as enrichment occurs because of the work and family domains being perceived as compatible and beneficial to one another (Carlson et al., 2006), enrichment may not apply in the context of low-wage work. For example, enrichment may result from one learning new skills in the work domain and those skills carrying over to the family domain. In the context of low-wage work, low-skill hourly work is often the norm. Therefore, the extent to which workers are able to view their job as fulfilling and enriching to the extent that it carries over to the home

domain is questionable. Because work family enrichment is a lesser-studied construct and low-wage workers are an underrepresented population in the work and family literature, further research may be warranted to fully understand the nature of these relationships.

Future Research

The work and family experiences of low-wage workers remain largely underexplored in the literature. Although the overall model fit the data fairly well, there were no mediation effects found for flexibility arrangements in the relationship between FSSB and work family outcomes. This is largely because there was no direct effect of FSSB on flexibility. Because certain aspects of FSSB (i.e. instrumental support) may not apply to low-wage workers, future researchers may want to consider utilizing a measure of supervisor support that focuses on the informal aspects of support.

Further, in light of the lack of finding a direct effect of flexibility on work family enrichment, future researchers should explore whether or not work family enrichment is an applicable construct to low wage work. Because the experiences of low-wage workers are largely unknown, it may be that the construct of work family conflict is more suitable to this population than enrichment. Because flexibility availability had the strongest effect on work family enrichment, future researchers may also want to consider exploring solely availability when examining the work family outcomes of low-wage workers. Further, because flexibility availability had the strongest relationship

on work family conflict, future researchers may want to consider exploring availability to determine what it is that makes this relationship so strong, as compared to flexibility use. Previous research has found the availability of family-supportive policies to be indirectly related to work and family outcomes through family-supportive organization perceptions, such that the positive effects of making family-supportive policies available can be attributed to increased employee perceptions of the organization as a whole (Allen, 2001). Therefore, flexibility availability may increase organizational perceptions more so than flexibility use. These findings, however, have not been applied to the context of low-wage work.

Although traditional flexibility policies (i.e. flextime and telecommuting) are rarely offered to those in low wage positions (Henly, Shaefer, & Waxman, 2006), the results of the current study show that flexibility characteristics are important in reducing work family conflict in the context of low wage work. These findings support previous research that has found flexibility characteristics to decrease work family conflict (Carlson, Grzywacz, & Kacmar, 2009; Shockley & Allen, 2007). Although some research has suggested flexibility initiatives (i.e. flextime and flexplace) as being detrimental due to increases in role blurring (Allen et. al, 2013), findings such as these should not be applied to the context of low-wage work because this population is not often provided with these opportunities. These findings highlight the inapplicability of a majority of the work and family research to the low-wage

population. In particular, when studying flexibility in the context of low-wage work, it is important to conceptualize it in a way that is relevant to the population (i.e. schedule control). This notion supports previous research that has found schedule control as more beneficial to low-wage workers than formal flexibility policies (Henly, Shaefer, & Waxman, 2006; Lambert, Haley-Lock, & Henly, 2012; Swanberg et al., 2011). Therefore, future researchers should place an emphasis on schedule control when examining flexibility in the context of low-wage work.

Implications

The results of this study suggest that flexible work arrangements have an impact on work family outcomes for low-wage workers. One of the main findings organizations can utilize from this study is that simply making flexibility arrangements available to employees can positively influence employees' work and family balance. Although flexibility use and flexibility interpersonal consequences also play a role in influencing employees' lives, flexibility availability had the largest impact. Therefore, simply communicating to employees that options are available may in turn create greater perceptions of control within employees (Allen et al., 2013), thereby reducing work and family conflict. In addition, the direct effect of flexibility use on work family conflict has implications for organizations, as those who utilize flexible arrangements experience higher rates of work family conflict. This could mean that current arrangements are insufficient in balancing employees' needs, and

consequently, employees are in need of more resources. Therefore, organizations may want to consider creating additional resources to assist these employees in reducing work family conflict, which may also influence organizational outcomes such as job satisfaction, organizational commitment, and turnover (Allen et al., 2000; Namasivayam & Zhao, 2007).

Results of this study also revealed direct effects of flexibility interpersonal consequences on work family conflict. Because low-wage workers experience difficulties (i.e. less desirable shifts and reduced work hours) when utilizing flexibility arrangements to a greater extent than white-collar or professional workers (Swanberg, 2005), organizations employing low-wage workers may want to consider attempts to reduce negative interpersonal consequences. For example, supervisors of low-wage positions may benefit from being trained on reducing negative interpersonal consequences associated with schedule flexibility in the workplace. Doing so would create a supportive atmosphere, which would in turn reduce negative work family outcomes for employees.

Limitations

One particular limitation was the small sample size. Because of the busy nature of the retail and fast food industries, employees and supervisors were often reluctant to participate in our study. This is evidenced by our participation rate, which was 33%. During busy hours, employees were unable to participate and during non-busy hours, there was often only one individual

working at the location, making it difficult to obtain a supervisor-subordinate pair. Further, the rush hours highly differed between stores, so there was no way to predict an adequate time-period to approach organizations. Consequently, the method associated with this study did present some challenges in terms of data collection, which could have resulted in reduced power, thereby leading to difficulties in finding significant effects. For example, the coefficient for the direct effect of flexibility availability on work family enrichment was moderately high (i.e. .38), however, was not statistically significant. Therefore, a larger sample size is warranted in order to detect statistical significance. In addition, the small sample size may have led to a less than representative sample because workers in dyads who were more likely to be available may indeed be systematically different than the general low-wage population.

Another limitation of this study were the industry factors associated with the retail and fast food industries. Specifically, the industries utilized in this study may be systematically different than other low-wage industries (e.g. agriculture). If a more representative sample of the low wage population had been obtained, the results of this study may have differed. For example, in the case of agricultural work, work schedules are not based upon peak customer hours, as in the retail in fast food industries. Therefore, the notion of work schedule controllability may mean something different for this industry.

In addition, time constraints while participants were filling out surveys resulted in a limitation. Because organizations were approached during business hours, participants completed surveys while on the clock. Consequently, employees often had to take pauses (sometimes lasting up to an hour) in filling out surveys to assist customers. This may have had consequences for the responses participants provided, as they may have rushed through the survey at times. Participants may have responded differently had they been given the opportunity to sit in a break room and away from the work environment while taking the survey. For example, if employees felt rushed to finish the survey, it is possible this could have led to careless responding, which would have led to an inaccurate reflection of the constructs. One possible piece of evidence for a rush in responding is provided by the mean for FSSB, which was 4.32/5.00. As a result, there may have been a ceiling effect for this construct, ultimately limiting our ability to detect any effect of FSSB on the flexibility constructs.

Conclusion

Previous research has identified supervisors and flexibility initiatives as essential to promoting positive work and family outcomes for employees. The current study examined these concepts to those most in need, low-wage workers. Although not all hypotheses were supported, there were some notable findings. In particular, flexibility availability was shown to have the strongest effect on work family outcomes, compared to flexibility use, flexibility

interpersonal consequences, and FSSB. Therefore, in order to assist in employees' work and family balance, organizations may want to consider simply making flexible schedules more available. Previous research has identified supervisors as being the "linking pin" between the organization and employees, such that the extent to which employees utilize organizational policies is largely determined by the supervisor (Hammer et al., 2007; Henly, Shaefer, & Waxman, 2006). The current study, however, found that the supervisor might not be as critical in the context of low-wage work; one potential explanation is the lack of discretion that supervisors of low-wage workers may have. Furthermore, flexibility characteristics might play a bigger role in determining the work and family balance of employees. Findings such as these highlight that through the use of flexibility initiatives, organizations can have a meaningful impact on employees' lives, even in the context of low-wage work.

APPENDIX A

SCALES

Family-Supportive Supervisor Behaviors

1	2	3	4	5
Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree

1 2 3 4 5 I am willing to listen to my employees' problems in juggling work and nonwork life.

1 2 3 4 5 I take the time to learn about my employee's personal needs.

1 2 3 4 5 I try to make my employees feel comfortable talking to me about their conflicts between work and nonwork.

1 2 3 4 5 My employees and I can talk effectively to solve conflicts between work and nonwork issues.

1 2 3 4 5 My employees can depend on me to help them with scheduling conflicts if they need it.

1 2 3 4 5 My employees can rely on me to make sure their work responsibilities are handled when they have unanticipated nonwork demands.

1 2 3 4 5 I work effectively with my employees to creatively solve conflicts between work and nonwork.

1 2 3 4 5 I am a good role model for work and nonwork balance.

1 2 3 4 5 I demonstrate effective behaviors in how to juggle work and nonwork balance.

1 2 3 4 5 I demonstrate how a person can jointly be successful on and off the job.

1 2 3 4 5 I think about how the work in my department can be organized to jointly benefit employees and the company.

1 2 3 4 5 I ask for suggestions to make it easier for employees to balance work and nonwork demands.

1 2 3 4 5 I am creative in reallocating job duties to help my department work better as a team.

1 2 3 4 5 I am able to manage the department as a whole team to enable everyone's needs to be met.

Hammer, L. B., Kossek, E. E., Yragui, N. L., Bodner, T. E., & Hanson, G. C. (2009). Development and validation of a multidimensional measure of family supportive supervisor behaviors (FSSB). *Journal of Management*, *35*(4), 837–856.

Work Family Conflict

The following statements refer to one's perceptions on conflict between work and family life.

1	2	3	4	5	6	7
Strongly Disagree	Moderately Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Moderately Agree	Strongly Agree

1 2 3 4 5 6 7 The demands of my work interfere with my home and family life.

1 2 3 4 5 6 7 The amount of time my job takes up makes it difficult to fulfill family responsibilities.

1 2 3 4 5 6 7 Things I want to do at home do not get done because of the demands my job puts on me.

1 2 3 4 5 6 7 My job produces strain that makes it difficult to fulfill family duties.

1 2 3 4 5 6 7 Due to work-related duties, I have to make changes to my plans for family activities.

1 2 3 4 5 6 7 The demands of my family or spouse/partner interfere with work-related activities.

1 2 3 4 5 6 7 I have to put of doing things at work because of demands on my time at home.

1 2 3 4 5 6 7 Things I want to do at work don't get done because of the demands of my family or spouse/partner.

1 2 3 4 5 6 7 My home life interferes with my responsibilities at work such as getting to work on time, accomplishing daily tasks, and working overtime.

1 2 3 4 5 6 7 Family-related strain interferes with my ability to perform job-related duties.

Netemeyer, R. G., Boles, J. S., & McMurrian, R. (1996). Development and validation of work–family conflict and family–work conflict scales. *Journal of Applied Psychology*, *81*(4), 400-410.

Work Family Enrichment

1	2	3	4	5
Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree

1 2 3 4 5 My involvement in my work helps me to understand different viewpoints and this helps me be a better family member.

1 2 3 4 5 My involvement in my work makes me feel happy and this helps me be a better family member.

1 2 3 4 5 My involvement in my work helps me feel personally fulfilled and this helps me be a better family member.

1 2 3 4 5 My involvement in my family helps me acquire skills and this helps me be a better worker.

1 2 3 4 5 My involvement in my family puts me in a good mood and this helps me be a better worker.

1 2 3 4 5 My involvement in my family encourages me to use my work time in a focused manner and this helps me be a better worker.

Kacmar, K. M., Crawford, W. S., Carlson, D. S., Ferguson, M., & Whitten, D. (2014). A short and valid measure of work-family enrichment. *Journal of Occupational Health Psychology*, *19*(1), 32-45.

Flexibility

1	2	3	4	5
Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree

1 2 3 4 5 My work organization posts schedules with enough notice to allow me to plan for family obligations.

1 2 3 4 5 Employees who change their shifts after the schedule is posted for family obligations receive less desirable shifts later on.

1 2 3 4 5 People at work are understanding if I get my shift covered by a coworker, so that I can meet a family obligation.

1 2 3 4 5 I call in to cancel or change my shift if a family emergency arises.

1 2 3 4 5 People at my work are understanding if I cannot work my shift due to a family event.

1 2 3 4 5 I change my work schedule after it is posted so I can meet family responsibilities.

1 2 3 4 5 My work organization accommodates requests to take off for family obligations.

1 2 3 4 5 I can re-arrange my work schedule so I can meet my family responsibilities.

1 2 3 4 5 People I work with get upset when I change my schedule due to family responsibilities.

1 2 3 4 5 My work organization gives the most hours to those who do not request off for family activities.

1 2 3 4 5 The people in charge of scheduling are willing to help me arrange my schedule so I can take off for family responsibilities.

1 2 3 4 5 Employees who get their shifts covered by a coworker due to family responsibilities receive less desirable shifts in the future.

1 2 3 4 5 Employees who call off due to a family obligation generally receive less desirable shifts.

1 2 3 4 5 Workers who limit their availability due to family obligations are punished by receiving fewer hours than they would like.

1 2 3 4 5 I can get my shift covered at the last minute if a family emergency arises.

1 2 3 4 5 I am able to leave work early if there is an urgent family matter.

1 2 3 4 5 People at work are understanding if I swap my shift with someone else due to a family obligation.

1 2 3 4 5 I adjust my scheduling availability so I am able to meet family responsibilities.

1 2 3 4 5 Changing shifts in order to meet family responsibilities is looked down upon at my work.

1 2 3 4 5 People who request off for family events get reduced work hours in the future.

1 2 3 4 5 Employees who swap their shifts to meet family responsibilities receive less desirable shifts in the future.

1 2 3 4 5 My work organization is willing to re-arrange the schedule to accommodate my family needs.

1 2 3 4 5 I switch shifts so I am available for family events.

1 2 3 4 5 I can make arrangements for family activities because I know my schedule in advance.

1 2 3 4 5 People at my work are understanding if I call in absent to my shift on short notice due to a family emergency.

1 2 3 4 5 My work organization gives the more desirable shifts to employees who do not need to work around family obligations.

1 2 3 4 5 I am able to change my scheduling availability to reserve time for family.

1 2 3 4 5 My work organization allows me to change my availability so I can meet family obligations.

1 2 3 4 5 The most desirable shifts go to employees who do not need to rearrange work for family responsibilities.

1 2 3 4 5 My organization would give me fewer hours if I changed my work schedule to better meet the needs of my family.

1 2 3 4 5 I can take off of work in order to meet family needs.

1 2 3 4 5 Employees who do not need to limit availability for family reasons get the more desirable shifts in my work organization.

1 2 3 4 5 I am able to adjust my work schedule so it does not conflict with family obligations.

1 2 3 4 5 People who request off for family events receive less desirable shifts in the future.

French, K. A., Agars, M. D., & Aryan (2014). Unpublished manuscript.

Supervisor Discretion

1	2	3	4	5
Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree

1 2 3 4 5 My organization allows me to re-arrange work schedules so employees can meet their family responsibilities.

1 2 3 4 5 My organization allows me to make schedules in advance so employees can make arrangements for family activities.

1 2 3 4 5 My work organization allows me to accommodate requests to take off for family obligations.

French, K. A., Agars, M. D., & Aryan (2014). Unpublished manuscript.

Supervisor Demographics

1. What is the **zip code** where you live? _____

2. What is your **age** in years? _____

3. What is your **gender** (Please circle): Male Female

4. What is your **race/ethnicity**? (Please check one or more)
   - ☐ American Indian or Alaska Native
   - ☐ Asian
   - ☐ Black or African American
   - ☐ Caucasian/White
   - ☐ Hispanic or Latina/Latino
   - ☐ Native Hawaiian or Pacific Islander
   - ☐ Other

5. What is your **current relationship status**? (Please check one)
   - ☐ Single
   - ☐ Committed Relationship
   - ☐ Domestic Partnership
   - ☐ Married
   - ☐ Separated
   - ☐ Divorced
   - ☐ Widow/Widower

6. What is your **education level**? (Please check the highest level completed)
   - ☐ Up to Grade 8
   - ☐ Completed Grade 8
   - ☐ Some High School
   - ☐ High School Diploma
   - ☐ GED (General Education Diploma)
   - ☐ Some College
   - ☐ Associate's Degree (AA, AS, AAB)
   - ☐ Bachelor's Degree (BA, BS)
   - ☐ Graduate Degree (MA, MS, PhD)

7. How many **children** are you currently **financially responsible** for? _____

8. How many of these **children** currently **live with you**? _____

9. What is the age of your **youngest** child? _____

10. How many **other relatives** (e.g. parents, grandparents, cousins, etc.) depend on you for care and/or financial support? _____

11. How many of these **other relatives** currently **live with you**? _____

12. Are you **currently employed with another organization**? (please circle)
    YES NO

13. For your **primary** job:
    a. Please list the industry: _____
    b. Are you: ☐ Full-time ☐ Part-time
    c. Are you Self-Employed? (Please circle) YES NO
    d. How long have you worked at your current organization?
       _____Year(s), _____ Month(s)
    e. On average, how many hours do you work per week? (please check one)
       ☐ 0-9 ☐ 10-19 ☐ 20-29 ☐ 30-39
       ☐ 40-49 ☐ 50-59 ☐ 60+

14. For your **secondary** job (if you have one. If not, skip to question #15):
    a. Please list the industry: _____
    b. Are you: ☐ Full-time ☐ Part-time
    c. Are you Self-Employed? (Please circle) YES NO
    d. How long have you worked at your current organization? _Year(s), _____ _____ Month(s)
    e. On average, how many hours do you work per week? (please check one)
    ☐ 0-9 ☐ 10-19 ☐ 20-29 ☐ 30-39
    ☐ 40-49 ☐ 50-59 ☐ 60+

15. Are you currently a **student**? (Please circle) YES NO

16. Are **you currently looking for work**? (Please circle) YES NO

17. Are you the **primary source** of income for your household? (Please circle) YES NO

18. What is your source of income? (Please check all that apply.)
    ☐ Employment ☐ Cash Aid/ TANF/ Cal Works ☐ Alimony
    ☐ Child Support ☐ Unemployment Benefits ☐ Pension
    ☐ Social Security/Disability

19. What is your hourly wage? _____

20. How many employees work in your organization? _____

21. How many employees work at your location? _____

22. How many supervisors work at your location? _____

23. Of these supervisors, how many are in charge of creating employee weekly schedules? _____

24. Do you have any input when it comes to scheduling within your organization? _____

25. What is your title in your organization? (For example, are you a supervisor, shift leader, team leader, etc.) _____

26. How much money did **YOU** earn from all employers **in the last year**? (Please check one)
    ☐ 0-$7,500 ☐ $15,001 – $17,500 ☐ $25,001 – $27,500
    ☐ $7,501 - $10,000 ☐ $17,501 - $20,000 ☐ $27,501 – $30,000
    ☐ $10,001 - $12,500 ☐ $20,001 - $22,500 ☐ $30,001 – $32,500
    ☐ $12,501 - $15,000 ☐ $22,501 - $25,000 ☐ More than $32,500

27. How much money did **ALL MEMBERS OF YOUR HOUSEHOLD** earn from all employers **in the last year**? (Please check one)

☐ 0-$7,500	☐ $22,501 - $25,000	☐ $40,001 – $45,000
☐ $7,501 - $10,000	☐ $25,001 – $27,500	☐ $45,001 – $50,000
☐ $10,001 - $12,500	☐ $27,501 – $30,000	☐ $50,001 – $55,000
☐ $12,501 - $15,000	☐ $30,001 – $32,500	☐ $55,001 – $60,000
☐ $15,001 – $17,500	☐ $32,501 – $35,000	☐ $60,001 – $70,000
☐ $17,501 - $20,000	☐ $35,001 – $37,500	☐ $70,001 – $77,780
☐ $20,001 - $22,500	☐ $37,501 – $40,000	☐ More than $77,780

Subordinate Demographics

1. What is the **zip code** where you live? _____

2. What is your **age** in years? _____

3. What is your **gender** (Please circle): Male Female

4. What is your **race/ethnicity**? (Please check one or more)
   - ☐ American Indian or Alaska Native
   - ☐ Asian
   - ☐ Black or African American
   - ☐ Caucasian/White
   - ☐ Hispanic or Latina/Latino
   - ☐ Native Hawaiian or Pacific Islander
   - ☐ Other

5. What is your **current relationship status**? (Please check one)
   - ☐ Single
   - ☐ Committed Relationship
   - ☐ Domestic Partnership
   - ☐ Married
   - ☐ Separated
   - ☐ Divorced
   - ☐ Widow/Widower

6. What is your **education level**? (Please check the highest level completed)
   - ☐ Up to Grade 8
   - ☐ Completed Grade 8
   - ☐ Some High School
   - ☐ High School Diploma
   - ☐ GED (General Education Diploma)
   - ☐ Some College
   - ☐ Associate's Degree (AA, AS, AAB)
   - ☐ Bachelor's Degree (BA, BS)
   - ☐ Graduate Degree (MA, MS, PhD)

7. How many **children** are you currently **financially responsible** for? _____

8. How many of these **children** currently **live with you**? _____

9. What is the age of your **youngest** child? _____

10. How many **other relatives** (e.g. parents, grandparents, cousins, etc.) depend on you for care and/or financial support? _____

11. How many of these **other relatives** currently **live with you**? _____

12. Are you **currently employed with another organization**? (please circle) YES NO

13. For your **primary** job:
    a. Please list the industry: _____
    b. Are you: ☐ Full-time ☐ Part-time
    c. Are you Self-Employed? (Please circle) YES NO
    d. How long have you worked at your current organization?
       _____Year(s), _____ Month(s)
    e. On average, how many hours do you work per week? (please check one)
       ☐ 0-9 ☐ 10-19 ☐ 20-29 ☐ 30-39
       ☐ 40-49 ☐ 50-59 ☐ 60+

14. For your **secondary** job (if you have one. If not, skip to question #15):
    a. Please list the industry: _____
    b. Are you: ☐ Full-time ☐ Part-time
    c. Are you Self-Employed? (Please circle) YES NO
    d. How long have you worked at your current organization?
       _____Year(s), _____ Month(s)
    e. On average, how many hours do you work per week? (please check one)
       ☐ 0-9 ☐ 10-19 ☐ 20-29 ☐ 30-39
       ☐ 40-49 ☐ 50-59 ☐ 60+

15. Are you currently a **student**? (Please circle) YES NO

16. Are **you currently looking for work**? (Please circle) YES NO

17. Are you the **primary source** of income for your household? (Please circle)
    YES NO

18. What is your source of income? (Please check all that apply.)
    ☐ Employment ☐ Cash Aid/ TANF/ Cal Works ☐ Alimony
    ☐ Child Support ☐ Unemployment Benefits ☐ Pension
    ☐ Social Security/Disability

19. What is your hourly wage? _____

20. How much money did **YOU** earn from all employers **in the last year**? (Please check one)

☐ 0-$7,500	☐ $15,001 – $17,500	☐ $25,001 – $27,500
☐ $7,501 - $10,000	☐ $17,501 - $20,000	☐ $27,501 – $30,000
☐ $10,001 - $12,500	☐ $20,001 - $22,500	☐ $30,001 – $32,500
☐ $12,501 - $15,000	☐ $22,501 - $25,000	☐ More than $32,50

21. How much money did **ALL MEMBERS OF YOUR HOUSEHOLD** earn from all employers **in the last year**? (Please check one)

☐ 0-$7,500	☐ $22,501 - $25,000	☐ $40,001 – $45,000
☐ $7,501 - $10,000	☐ $25,001 – $27,500	☐ $45,001 – $50,000
☐ $10,001 - $12,500	☐ $27,501 – $30,000	☐ $50,001 – $55,000
☐ $12,501 - $15,000	☐ $30,001 – $32,500	☐ $55,001 – $60,000
☐ $15,001 – $17,500	☐ $32,501 – $35,000	☐ $60,001 – $70,000
☐ $17,501 - $20,000	☐ $35,001 – $37,500	☐ $70,001 – $77,780
☐ $20,001 - $22,500	☐ $37,501 – $40,000	☐ More than $77,780

APPENDIX B

INFORMED CONSENT

CALIFORNIA STATE UNIVERSITY
SAN BERNARDINO

College of Social and Behavioral Sciences
Department of Psychology

Informed Consent

You are invited to participate in a study being conducted by Amanda Pettey under the supervision of Dr. Mark Agars, Professor of Psychology at California State University, San Bernardino (CSUSB). This study has been approved by the Department of Psychology Institutional Review Board Sub-Committee of the California State University, San Bernardino, and a copy of the official Psychology IRB stamp of approval should appear on this consent form.

The purpose of this study is to learn about how factors such as supervisor support and workplace flexibility impact work-family outcomes. If you agree to participate, you will be asked to complete a survey packet with questions asking about your perceptions of supervisor support, workplace flexibility, and work family outcomes.

There are no foreseeable risks or benefits for you that are associated with this study beyond those of normal everyday life, and your participation will take approximately 20 minutes.

Your participation is voluntary and anonymous, and you may withdraw at any time. Results from this study may be reported in a scientific journal. All reports will be presented in group format and without identifying information. Survey responses will be stored in a locked office at CSUSB and all data will be destroyed 5 years after publication.

Results from this study will be available from Dr. Mark Agars (909-537-5433) after June 2015. If you have any questions or concerns regarding this study, please feel free to contact Dr. Agars, or the Human Subjects office at California State University, San Bernardino (909) 537-7588.

Please read the following before indicating that you are willing to participate.

1. The study has been explained to me and I understand the explanation that has been given and what my participation will involve.
2. I understand that I am free to choose not to participate in this study without penalty, free to discontinue my participation in this study at any time and am free to choose not to answer any questions that make me uncomfortable.
3. I understand that my responses will remain confidential.
4. I understand that, at my request, I can receive additional explanations of this study after my participation is completed. I may request group results of this study.

Please do not put your name on this consent form.

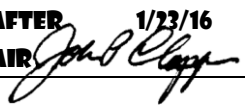
Please place a check or an X in the space provided below to acknowledge that you are at least 18 years old and have read and understand the statements above. By marking the space below you give consent to voluntarily participate in this study.

Participant's X _____

Date: _____

CALIFORNIA STATE UNIVERSITY
PSYCHOLOGY INSTITUTIONAL REVIEW BOARD SUB-COMMITTEE

APPROVED	1/23/15	VOID AFTER	1/23/16
IBB #	H-14FA-26	CHAIR	



APPENDIX C

DEBRIEFING STATEMENT

Debriefing Statement

We thank you for your willingness to participate in this study. We are gathering information about your working experiences in order to learn more about how factors such as supervisor support and flexibility relate to work family outcomes. We are interested in learning if these factors have a positive or negative effect on work family conflict and enrichment. Your participation and the participation of others will provide us with important insights into these relationships. If you have any questions about the results of this survey, you can call Dr. Mark Agars (909-537-5433) after June 2015.

APPENDIX D

INSTITUTIONAL REVIEW BOARD APPROVAL LETTER

Human Subjects Review Board
Department of Psychology
California State University,
San Bernardino

PI: Pettey, Amanda; Agars, Mark

From: John P. Clapper

Project Title: Work Family Outcomes: Examining Family-Supportive Supervisors and Flexibility in the Context of Low-Wage Work

Project ID: H-14FA-26

Date: 1/23/15

Disposition: Administrative Review

Your IRB proposal is approved. This approval is valid until 1/23/2016.

Good luck with your research!

John P. Clapper, Co-Chair
Psychology IRB Sub-Committee

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